

REVIEW DRAFT JUNE 2009
Appendix G: Training Resource Materials

Resource and reference materials used by the Training Advisory subgroup was contributed by the following varied sources. Details of each source's contributions and supporting analysis can be found in the complete Training Advisory subgroup Report on Training to the Master Fire Plan Taskforce.

The Transition Board Fire Task Force Report : Nov 17, 2000

Chapter 5 "Training" Page 16 identifies the problem of variance in the levels of training and standards.

Quote: "A review of training practices within the current eleven departments shows a variance in levels and training standards."... "Standardization of basic training levels across the municipality is mandatory."

It should be noted that although substantial progress in training has been made since amalgamation a variance in training and ability continues to exist within the City of Kawartha Lakes Fire Rescue Service over seven years after this report was written. This can be substantiated by more current Needs Analysis Surveys.

The Insurance Underwriters recommendations to the City of Kawartha Lakes

Document from the Fire Underwriters Survey for the City of Kawartha Lakes (Date undetermined possibly 2003).

Quote from Underwriter Document to CKL Item 4 "Training":

"The beginnings of a standardized training program has been set up for all fire Divisions. This will provide guidance and instruction to all Divisions for the first time. However, it lacks career personnel to: finalize the detailed training programs, to properly see that the training program is carried out in a consistent manner, to instruct personnel (including part-time training officers that will be giving the majority of the training) and to review and monitor the program. In this regard, we strongly recommend that a Chief Training Officer and at least two (2) Training Officers be employed."

This hoped-for progress toward the standardized training in all fire Divisions has not happened to the degree expected.

The Ontario Fire Marshal's Recommendations and Guidelines

Municipal Fire Protection Information Survey for the City of Kawartha Lakes Date of Survey: Nov 10, 2003 Prepared By Office of the Fire Marshal

The purpose of the survey was to assist the municipality of the City of Kawartha Lakes in complying with the minimum requirements for fire protection services, as directed by the Fire Prevention and Protection Act 1997 (FPPA)

Although the document DEALT primarily with the implementation of a Fire Prevention Program as a basic step, the tone of the document "of doing things right" could be viewed as support of training initiatives such as Recommendation T-4. It indicated that the program should have its performance measured and that one of the key indicators of success was the ability to have quantitative and qualitative measures which assessed the effectiveness and efficiency of a product, service or process.

It could be concluded that if this criteria was to be expected in a Fire Prevention program, it could be equally expected in a training program within the City of Kawartha Lakes Fire Rescue.

This efficiency and effectiveness currently within the City of Kawartha Lakes Fire Rescue Service Fire Prevention Program is recognized Province-wide as being superior and innovative. This should also be the expectation within its Training Program.

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Recognition by the OFM through Development of Training Officer Program at the OFC

The Fire Marshal of Ontario through the Ontario Fire College has put in place a Training Officer Program in recognition of the important role this position plays in the safety and effectiveness of the Fire fighters in the province.

Recognition of the OFM through the Training Officer Certification Program

The Fire Marshal of Ontario recognizes the significance of the position of Fire Department Training Officer by developing a Certification Process to recognize qualified Training Officers in the Province of Ontario.

Training Advisory Task Force

Training Needs Analysis Survey, May 2007 Training Advisory subgroup (21 of 21 Divisions participated)

Analysis of this survey showed there is a strong need of a central control mechanism to ensure there is a consistent level of training throughout the city in the area of training topics, content and delivery. This study looked at Training Delivery Methods as well as Training Topics and showed a varied pattern of approach by Divisions. This pattern can lead to a variance in quality of training both in content and delivery method. This will be directly reflected in the variance of service provided on the fire ground.

Report to Chief D Guilbault Re Full-time Suppression Staff Training

Full-time Suppression Personnel Training Review, Capt Fred Elder, January 2007
Included in Training Advisory Subgroup Report

This survey was performed by Fred Elder on the request of Chief D Guilbault. The Survey reviewed the training content and habits of the Full-time Suppression Staff of Station 1, Lindsay (Shifts A, B, C and D), Station 2 Omeme and Station 3 Bobcaygeon. The report concluded that the same issues surrounding training content, delivery mechanism, inter-hall training and training organization that are present in the Volunteer halls are also present to the same degree for Full-time Suppression Staff.

The following are some of the highlights:

- Not sufficient direction has been provided by Administration as to what is expected in training at the hall level.
- Halls are not given training goals or criteria to follow with clear expectations provided as to what is to be accomplished. During the review period of 243 days there was a significant variance between the Groups (Halls/Shifts) in the following areas:
 - Number of hours training, low of 260 to a high of 791 hours
 - Number of subjects trained on... low of 15 to a high of 38
 - Number of Days trained on,..low of 43 to a high of 113
- All groups are documenting training. However the detail provided does not provide a clear picture as to the extent of the training occurring in many cases.
- In some cases there are significant hours listed as training which are questionable as to whether they qualify after the initial session as training. (i.e. numerous Home Inspection listed as training.)
- There seems to be no coordination between groups as to training content, quality or format of training
- There is no coordinated program in place to ensure individuals moving between shifts or halls are provided with a consistent training content.

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- Training varies at the individual level as to quantity dependent on what hall or shift they are at.
- There does not seem to be an identifiable effort to provide a balance between theory (Knowledge) and practical training in most subjects' training sessions.
- The Code system currently used in Fire House is not tailored to our needs. It presently allows for personal interpretation and this occurs allowing the same type of training to appear under two codes.
- When an individual moves from hall to hall or shift to shift their training patterns alter to match the current shift or hall.

Additional Studies on Training Needs

(i). Training Needs Analysis Survey, August 2005, Capt Fred Elder (12 of 21 Divisions participated)

The purpose of this study was to identify major training needs in the City of Kawartha Lakes Fire Rescue Service. The survey indicated that there was a need for broad training program development and coordination.

(ii). Training Needs Analysis: Rural Tanker Water Shuttle Study, July 2006, Fred Elder, (14 of 21 Divisions participated)

Its purpose was to identify varied rural water handling techniques and water handling training used in the City of Kawartha Lakes Fire Rescue Service. The study indicated that the level of technique and training varied widely influencing the ability of some Divisions to perform a Rural Water Shuttle efficiently. The survey indicated that there was a need for a training program to be developed and put in place so that the City of Kawartha Lakes Fire Rescue Service could more effectively serve the rate payers of rural areas.

(iii) Training Needs Analysis... Rapid Intervention Teams (RIT), Dec 2006

This Study was conducted by Captain Dave Kish of Division 22 in December 2006 and encompassed data from 6 of the 21 Divisions in the City of Kawartha Lakes. Its purpose was to identify the level of training and preparedness of the Divisions to put an effective Rapid Intervention Team in place on the fire ground. This Study was conducted as part of his Ontario Fire College Training Officer Program, Course TO 401-06-4.

The study indicated that the level of technique and training varied widely throughout the Divisions surveyed indicating a significant risk to Fire fighter safety if a RIT was required to act to save a Fire fighter in trouble.

The survey indicated that there was a need for a training program to be developed and put in place so that the City of Kawartha Lakes Fire Rescue Service could more effectively react to a Fire fighter in trouble on the fire ground.

There has been a recent request from the City of Kawartha Lakes Fire Rescue Service Health and Safety Committee to the Training Advisory subgroup (Training Advisory Task Force) to put in place a comprehensive RIT Training Program. These needs could be filled by a qualified Training Officer.

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Date: January 2007

For: Chief Dave Guilbault

By: Captain Fred Elder, 2201 City of Kawartha Lakes Fire Rescue

Objective: To perform an analysis on the Training Records of the Full-time Suppression Personnel of the City of Kawartha Lakes Fire Rescue

Parameters:

1. Review the training records of the full-time suppression personnel of the following halls:
 - Division 1, Shift A, Shift B, Shift C, Shift D
 - Division 2
 - Division 3
2. Offer an opinion as to the quantity, variety and quality of training done based on the training records provided.
3. Provide comment on possible improvements or recommendations.

Training documentation provided:

Division 1, Shift A: Monthly Training Report Summary

Division 1, Shift B: Training Meeting Attendance Sheets (Hard Copy of Fire House)

Division 1, Shift C: Monthly Training Report Summary

Division 1, Shift D: Monthly Training Report Summary

Division 2: Monthly Training Report Summary

Division 3: Training Meeting Attendance Sheets (Hard Copy of Fire House) City of Kawartha Lakes Fire Rescue

Full-time Suppression Personnel Training Review

Comments

General

The comments offered are personal observations based on my analysis of the training records provided. There could be background information that I am not aware of that could lead to a different conclusion or comment. Comments are posed to stimulate questions and reflection on the data so that my personal opinion is not the only input utilized in final decisions about the training of full-time suppression staff in CKLFR. I believe these comments are not made to criticize but to illustrate a need. We should move forward from this point, leaving what is in the past in the past.

- Insufficient direction has been provided by Administration as to what is expected in training at the hall level.
- Halls are not given training goals or criteria to follow with clear expectations provided as to what is to be accomplished.
- Training needs to be provided to those delivering the training at the hall level so they understand what is expected. Trainer / Facilitator training is not sufficient alone to accomplish this.
- All groups are doing training and are documenting that activity. However the detail provided does not offer a clear picture as to the extent of the training in many cases.
- There seems to be no coordination between groups as to training content, quality or format of training

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- Records at the group level and individual level indicate that there is no city level coordinated training program for the City of Kawartha Lakes Fire Rescue this has the potential to be a Municipal and Departmental risk.
- There is no coordinated program in place to ensure individuals moving between shifts or halls are provided with a consistent training content.
- There appears not to be any documentation other than that for Defibrillation that indicates a testing procedure has occur to determine if the individual taking the training has met a training criteria.
- Training varies at the individual level as to quantity, and is dependent on the hall or shift.
- There does not seem to be an identifiable effort to provide a balance between theory (Knowledge) and practical training in most subjects' training sessions.
- No comment can be made as to the quality or nature of the training because there was no documentation provided to substantiate it. Examples of the information required to determine if the quality of the training delivered was adequate would be, Lesson Plans to establish the training content and Learner Enablers signed off to validate that training had been accomplished to the required level.
- Training content of some subjects is very narrowly focused. Example: Fire Apparatus Training for Stn 2 has a very high percentage of Driver Training and Road Familiarization.
- The Code system currently used in Fire House is not tailored to our needs. It presently allows for personal interpretation and this occurs allowing the same type of training to appear under two codes.
- There is not significant indication that training has been following the OFM Curriculum content or format of delivery on any subject.
- There is documentation that Division # 3 plans its training program. They had a training session in which this was done.
- Documentation within Shift B folder indicates that it downloads some IFSTA 3 Lesson Plans and highlight Key Points for review.
- Based on the definition that training is an activity that provides a skill set or knowledge, maintains it or improves on it; allows for some of the activities listed as training to be questioned as to whether it is training or maintenance (i.e.,hose testing and reloading of trucks).
- When an individual moves from hall to hall or shift to shift their training patterns alter to match the current shift or hall.
- Guidelines in the form of lesson plans should be provide to those not trained in the development of them so as to ensure consistent delivery and content.
- Attendance training sheets should not be the only means of recording training. Performance enablers based on lesson plans should support the attendance sheets so there is a measurable performance document available.
- There is no indication of any standardized approach to training that would provide a uniform approach to joint scene operations with other halls.
- Fire House codes should reflect our program and those codes should be supported by specific lesson plans and documented performance enablers.

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Comments From Table 2 Group vs. Topic Comparison

- You can see that there are favoured subjects in which training frequently takes place.
- There are subjects that have no training in the audit period.
- There is a significant variance in the total amount hours trained between Groups.
- There is a variance in the number of subjects of training by each group.
- There is no obvious pattern of balanced training subjects worked on or hours allotted.

Comments From Table 3 Group vs. Hrs Spent on Top 5 Topics

- All groups have quite a similar grouping of favoured subjects.
- All groups spend a significant amount of training on the top five subjects. (49.5 to 71.5 %)
- Some specific subjects are devoted a lot of time. Example: Division1 Shift D spends 34% of training time on Fire Apparatus

Comments From Table 4a to 4f Comparison of Group vs. Topic Duration

- This table gives you some idea as to the length of the training session
- This Table also indicates the frequency of topic Training

Comments From Table 5 Ranked Comparison of Individuals vs. Location Trained

- This table gives you a comparison of individual's hours of training in relationship to one another.
- This table gives you a comparison of individual's hours of training in relationship to one another and the Location (Shift or Hall) where the training took place.

Review Recommendations

- That this document be used to improve training in the City of Kawartha Lakes Fire Rescue without prejudice or individual repercussion.
- All training concerns can be addressed by assigning a qualified person to directly manage the training program. In this way a management system would be put in place to direct, develop, monitor and evaluate the training program in the City of Kawartha Lakes.
- That the Codes used in Fire House be modified to better reflect our training.
- That performance enablers be used to monitor the effectiveness of the training provided.
- That direction be given to halls /shifts so they know what is expected of them in training.
- That a clear definition of an appropriate training topic be established.
- Standard training guidelines should be established for common incident best practices. Example: What are the best basic task priorities to be taken at a structure fire as crew compliment expands from the arrival of the initial crew. There is no apparent training in what are the best practices at various incidents based on what the initial personnel are present.